

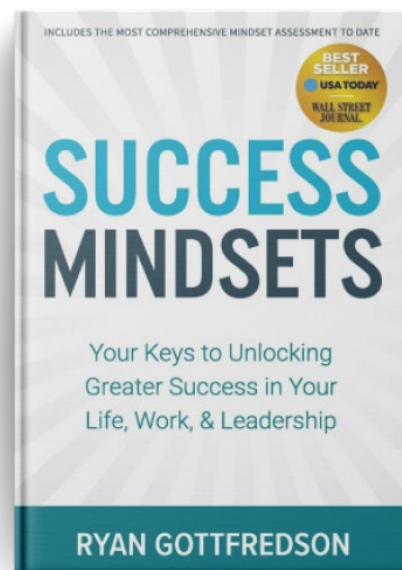
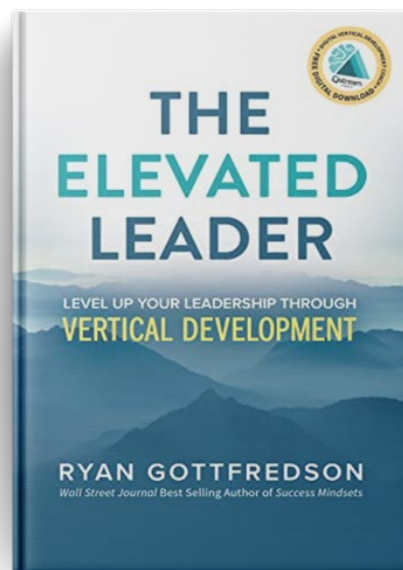


The Four Fears That Undermine Agility

Ryan Gottfredson

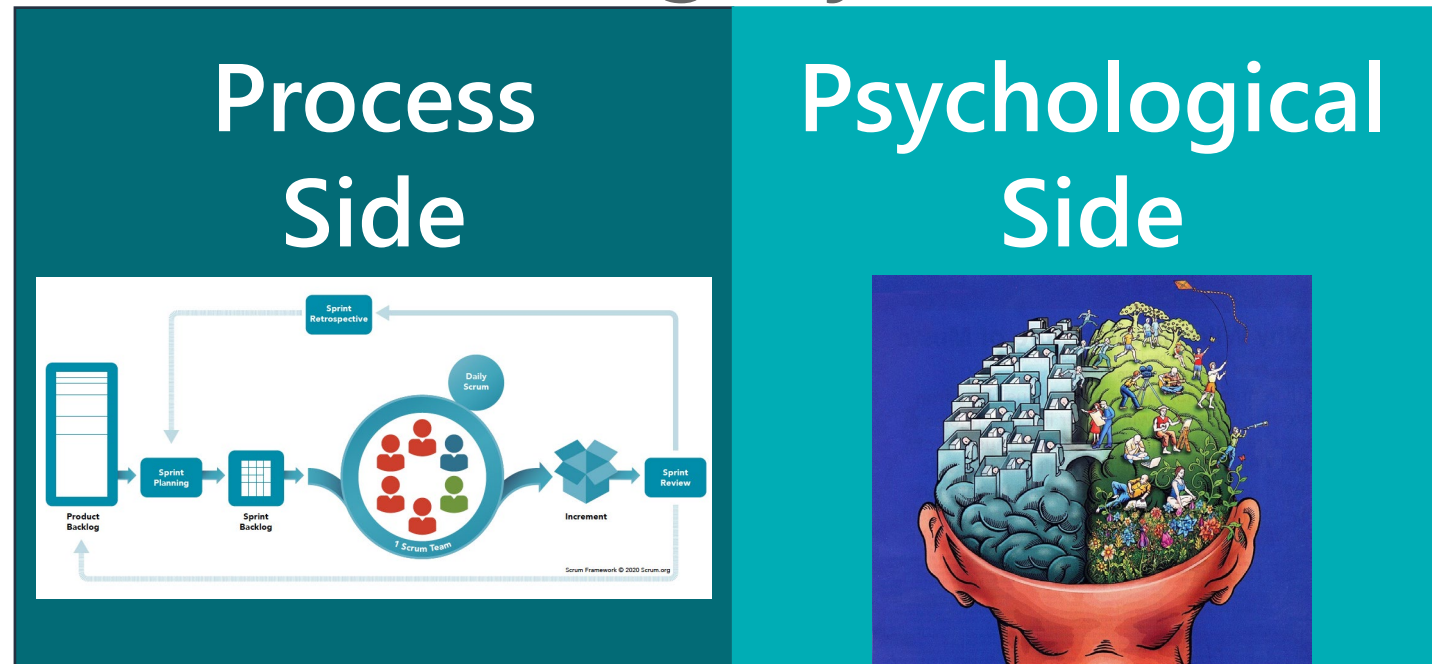


Ryan Gottfredson



1. There are two sides of agility

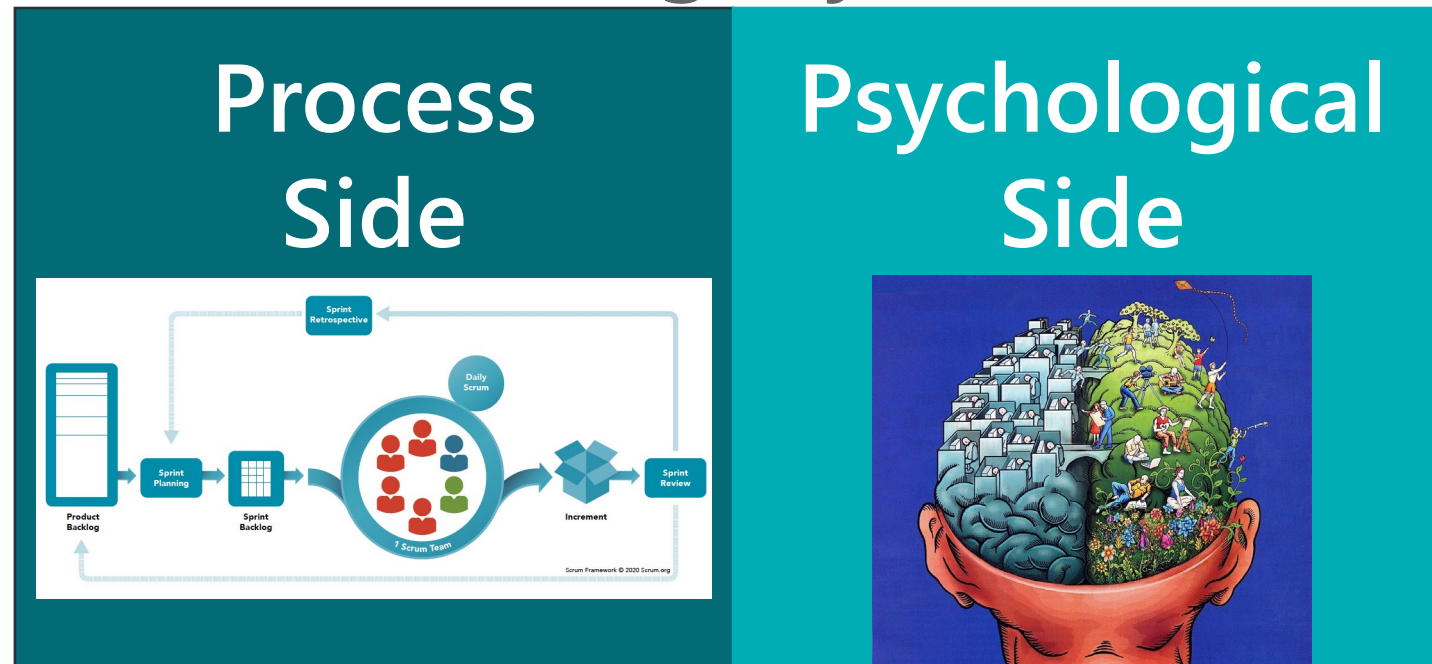
Agility



My 2 Beliefs About Agility

2. The psychological side is as important as, if not more important than, the process side

Agility



1. Are your agile processes limited by psychological factors?
2. Do you have a way to assess the degree to which your employees are psychologically wired for agility?
3. Do you know what you need to focus on to improve the psychological wiring for agility?

Our Focus And Purpose

6



Ensuring we are mentally wired for agility

1st: We will discuss a primary and foundational psychological barrier to agility: Fear

2nd: We will discuss how we can help our people rise above fear to become more agile

Raise your hand if you agree...

7

Some people are more agile than other people



But...

If you were to ask your employees,
"Are you an agile employee?"

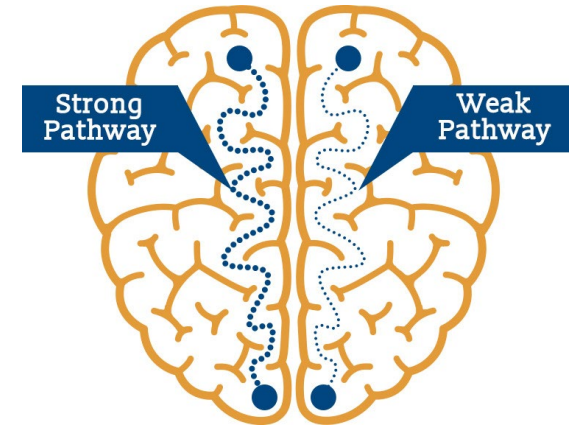


How many of them would say,
"not really?"

Why are some people more agile than other people?







4 Sets of Mindsets



Mindset → Desires

Self-Protection Mode

Agile Mode

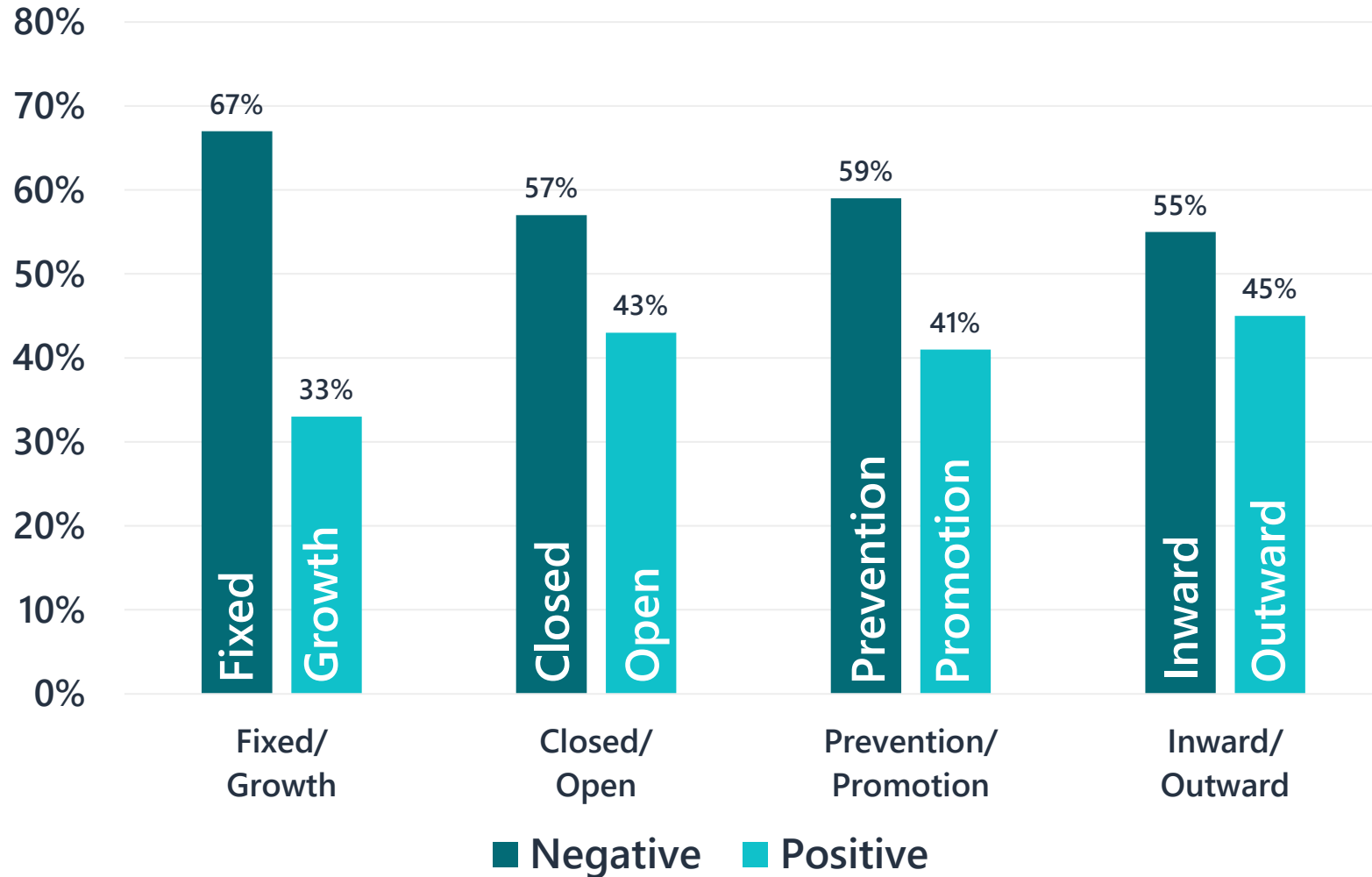
- Mindset	Org/Team/Emp A		Org/Team/Emp B	+ Mindset
Fixed	Desire to look good	or	Desire to learn & grow	Growth
Closed	Desire to be right	or	Desire to find truth	Open
Prevention	Desire to avoid problems	or	Desire to reach goals	Promotion
Inward	Desire to get ahead	or	Desire to lift others	Outward

Self-protective desires  Fears that kill agility

- Mindset	Self-Protective Desire	Fears
Fixed	Desire to look good	Looking bad
Closed	Desire to be right	Being wrong
Prevention	Desire to avoid problems	Desire to having problems
Inward	Desire to get ahead	Getting passed up

Only 2.5% of people are in the top quartile for all four sets of mindsets

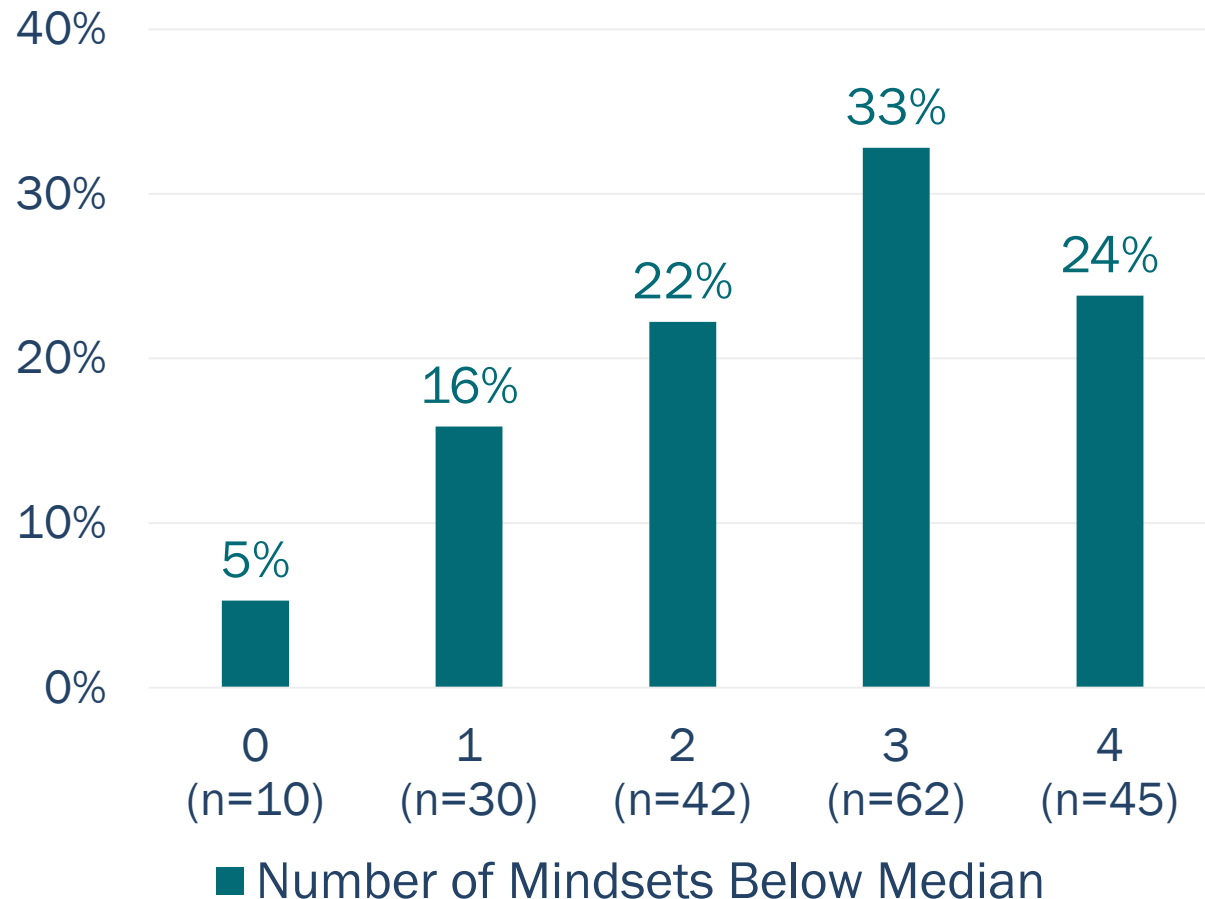
Collective Mindset Results



Questions

- Where are we the most self-protective?
- What does this say about our willingness to be agile?
- What does this say about our ability to navigate effectively into the future?

Collective Mindset Results



- 79% have two+ mindsets below the median
- 95% have one+ mindsets below the median

Self-Protective Fears Limit Agility

- Mindset	Self-Protective Desire	Fears	Impact on Agility	Agility Requires
Fixed	Desire to look good	Looking bad	Not willing to fail	Failure at times
Closed	Desire to be right	Being wrong	Not willing to explore new ideas	New ideas
Prevention	Desire to avoid problems	Desire to having problems	Not willing to wade through messiness of trial & error	Wading through trial & error
Inward	Desire to get ahead	Getting passed up	Now willing to be patient with self or others	Patience with self & others

Why are some people more agile than other people?



Some people have mental habits of processing that are wired for self-protection instead of agility

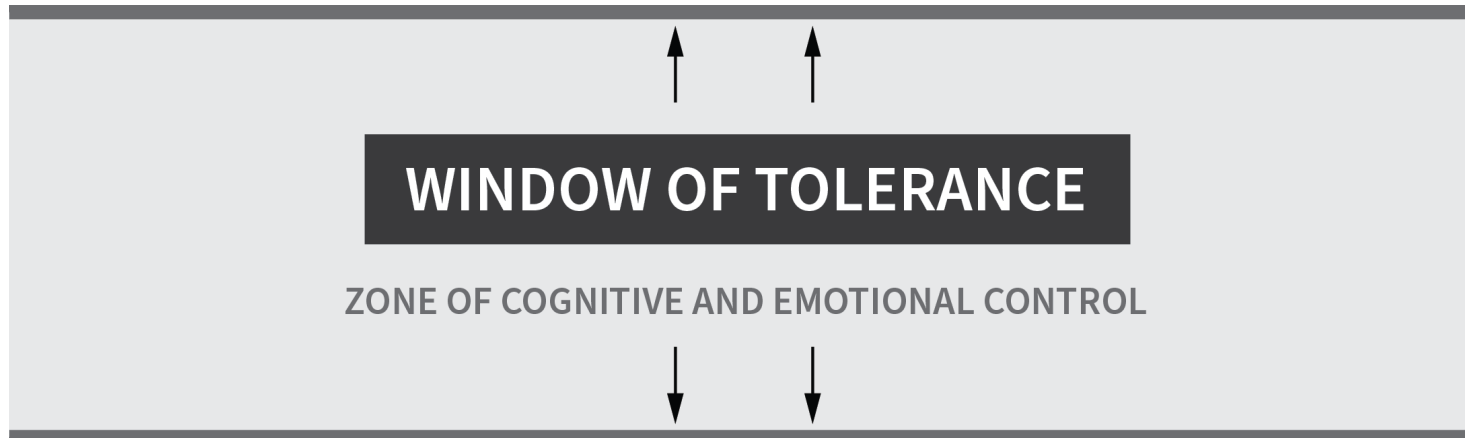
Why are some people more agile than other people?



How many are you familiar with this term:

Window of Tolerance?

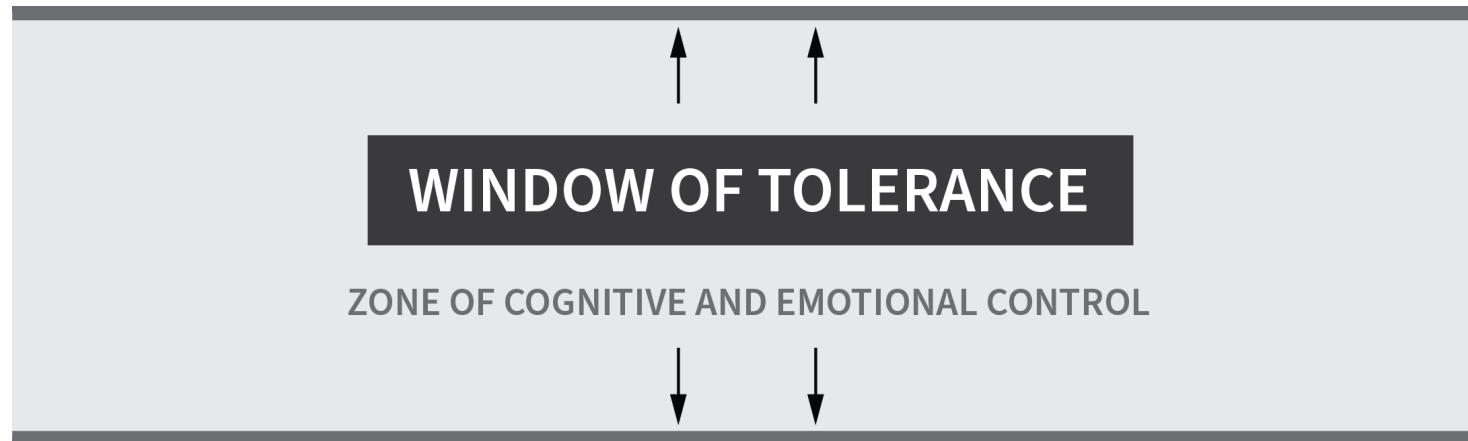
Self-Protection Mode
Hyperarousal



Self-Protection Mode
Hypoarousal

Having a wide window of tolerance for:

Self-Protection Mode
Hyperarousal



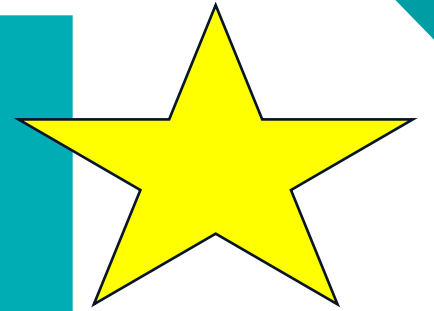
Self-Protection Mode
Hypoarousal

- Failure
- New ideas
- Wading through trial & error
- Slow progress from self or others



Process
Side

Psychological
Side



Ensuring we are mentally wired for agility

1st: We will discuss a primary and foundational psychological barrier to agility: Fear-fueled mindsets

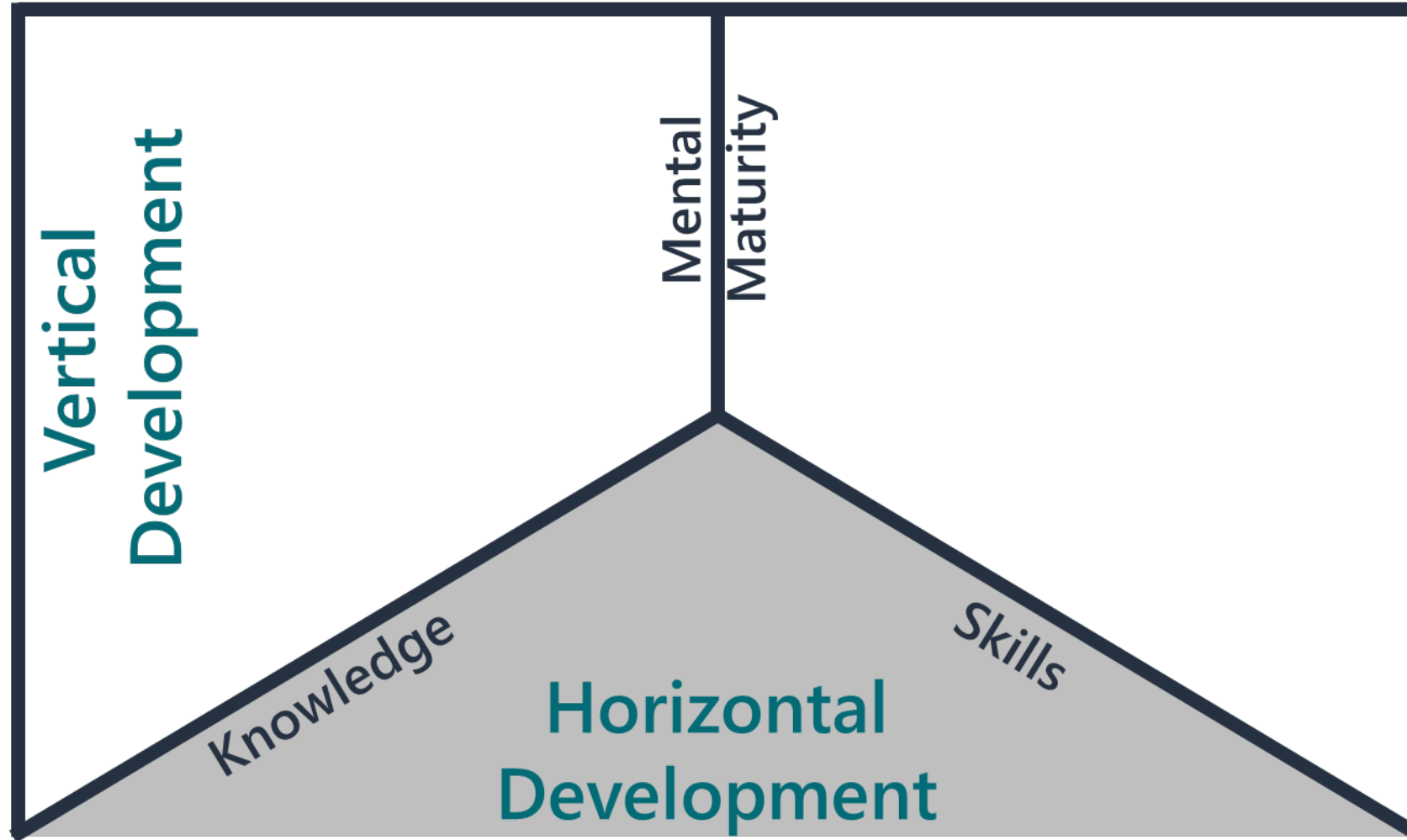
2nd: We will discuss how we can help our people rise above fear to become more agile

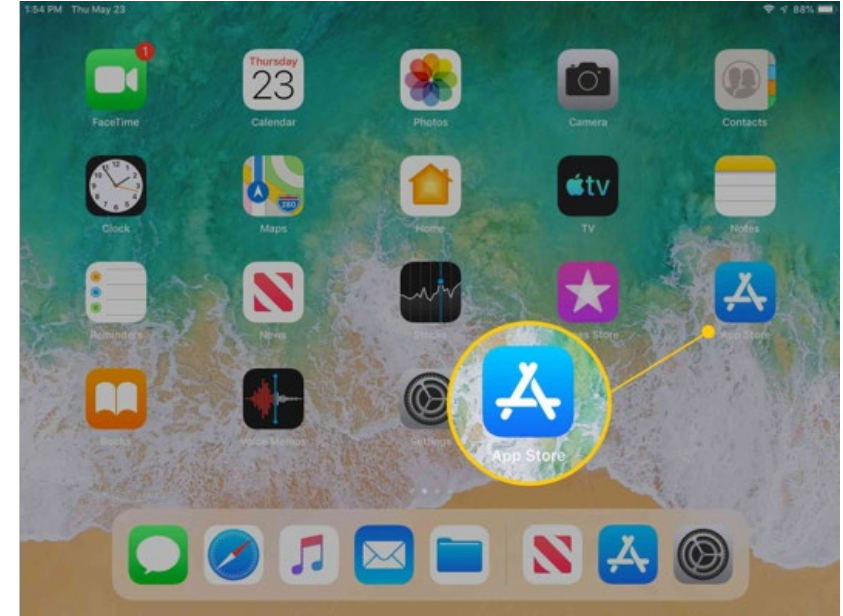
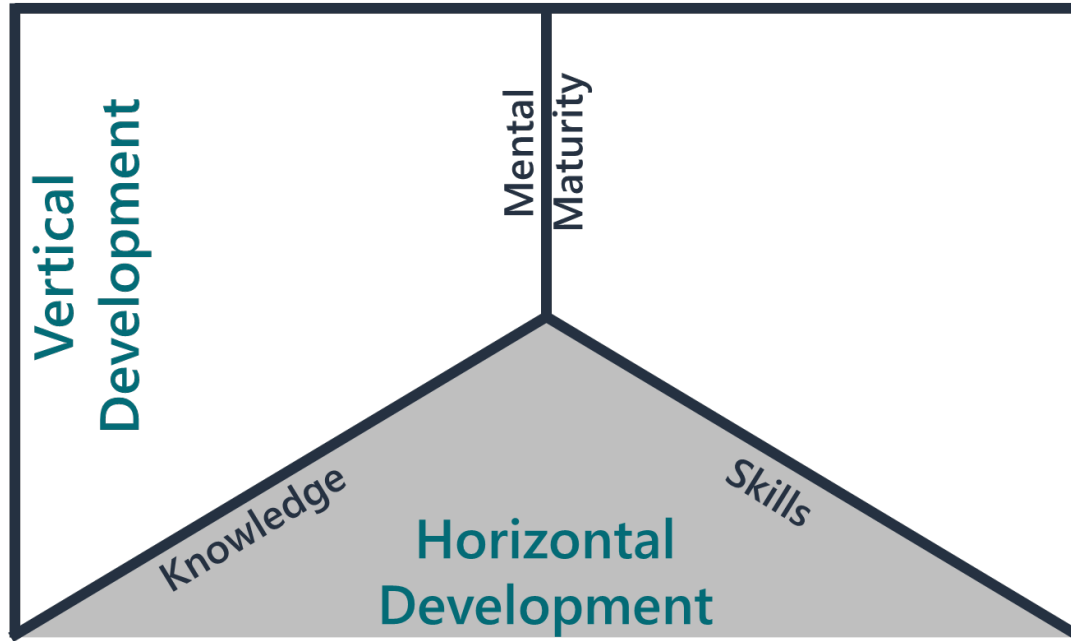
How do we help leaders and employees:

- Widen their windows of tolerance
- Rise above their self-protective fears?



There are Two Forms of Development

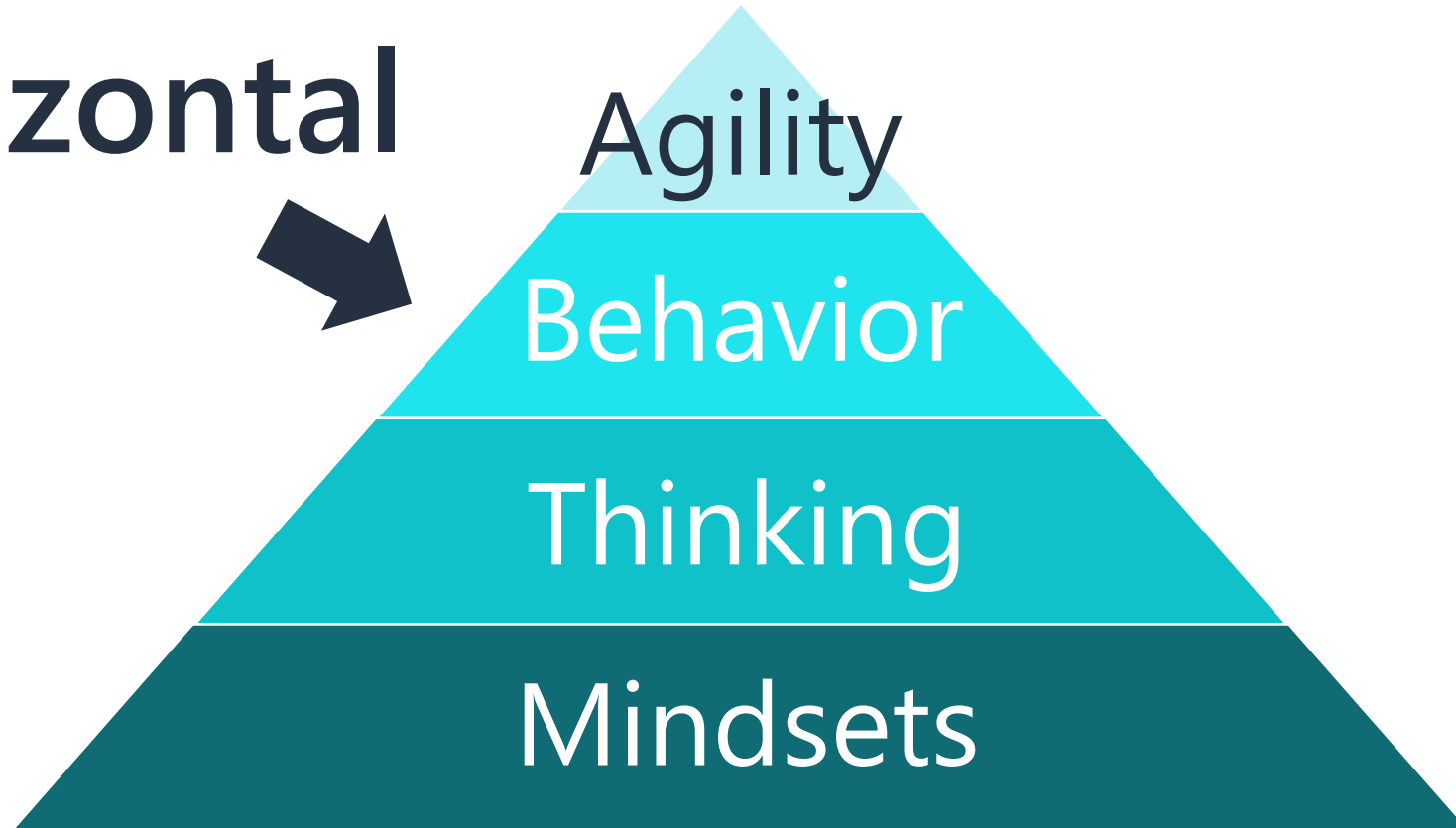


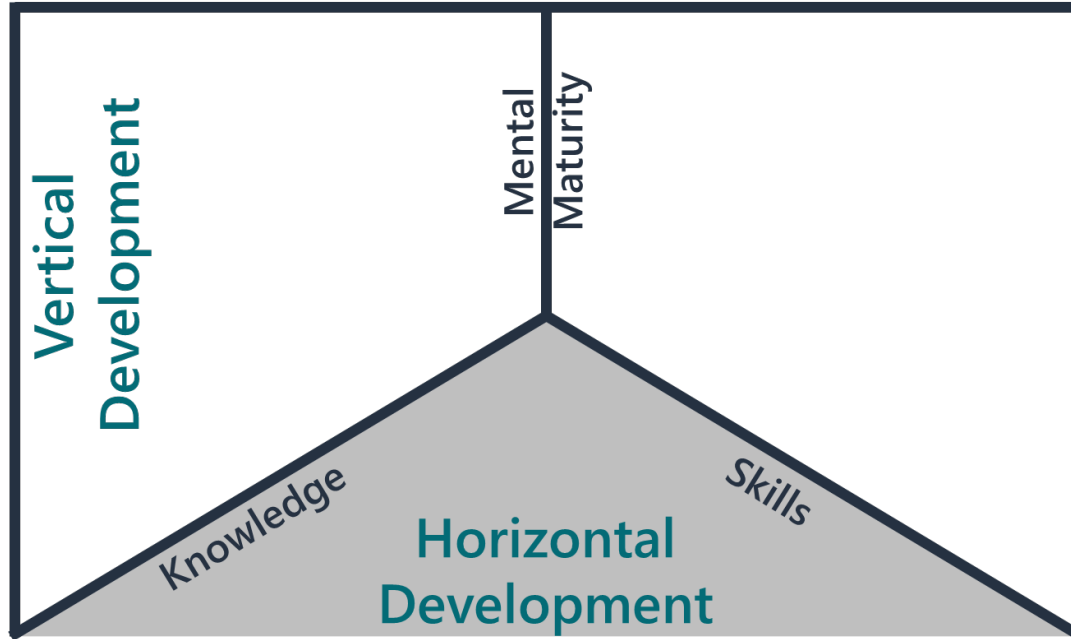


Horizontal: Adding more knowledge, skills, and competencies

- **Focus: Doing More**

Horizontal

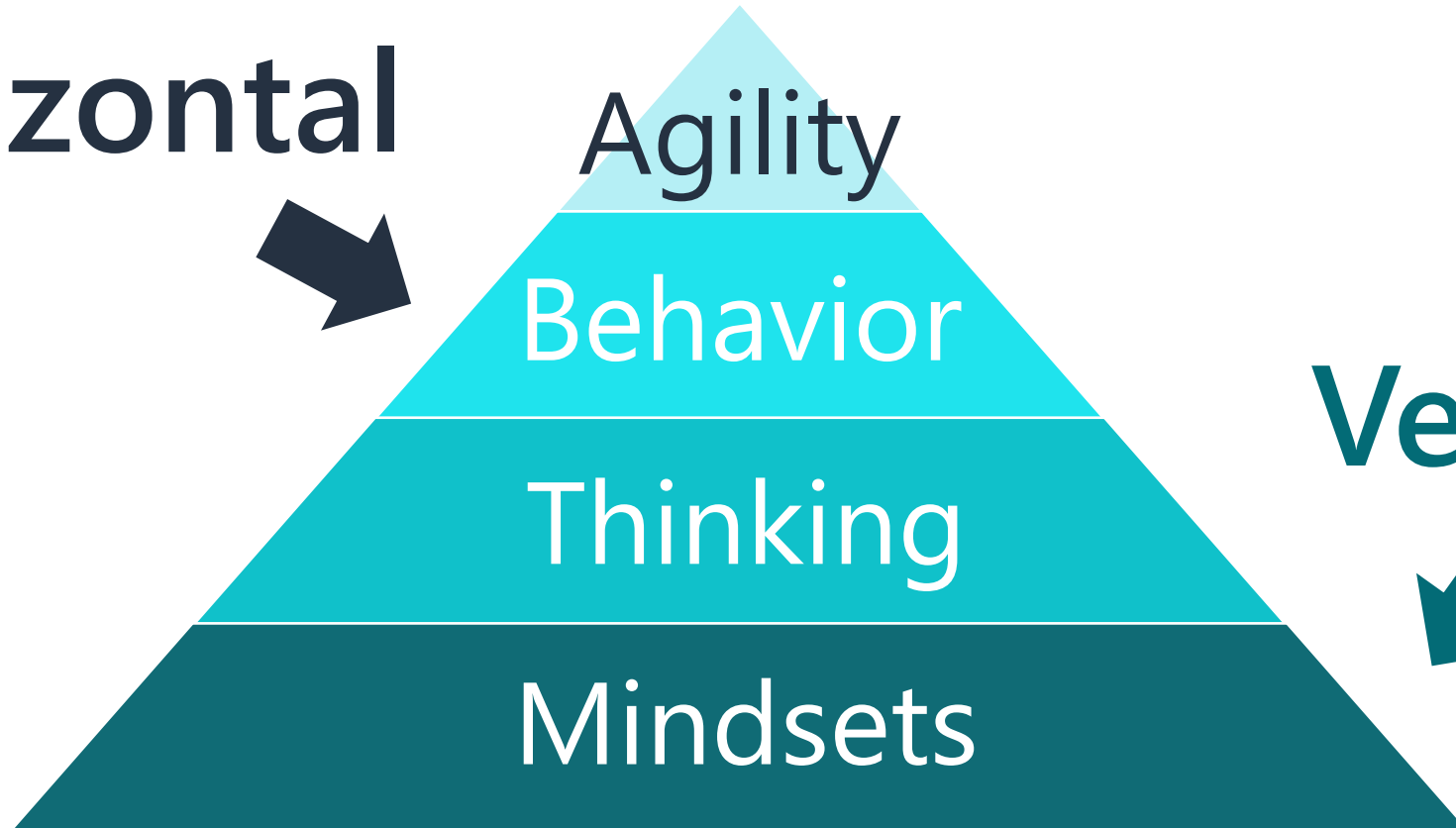




Vertical: Elevating a person's ability to make meaning of their world in more cognitively and emotionally sophisticated ways

- Focus: Being Better

Horizontal



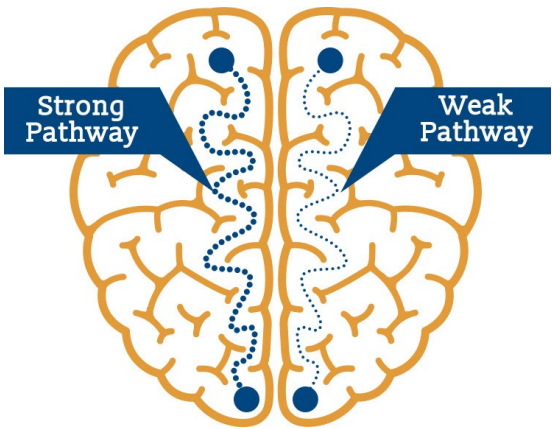
Vertical



When we look at improving agility through the lenses of mindsets, fears, & vertical development, 2 options appear:

1. Individual Level – Elevate Mindsets
2. Collective Level – Create the Right Conditions

Step #1: Help employees awaken to their mindsets



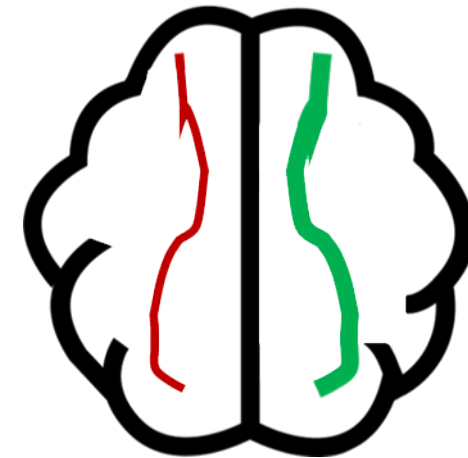
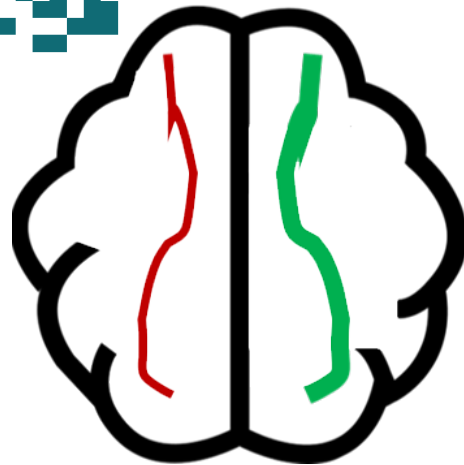
Step #1: Help employees awaken to their mindsets



**FREE Personal
Mindset Assessment**

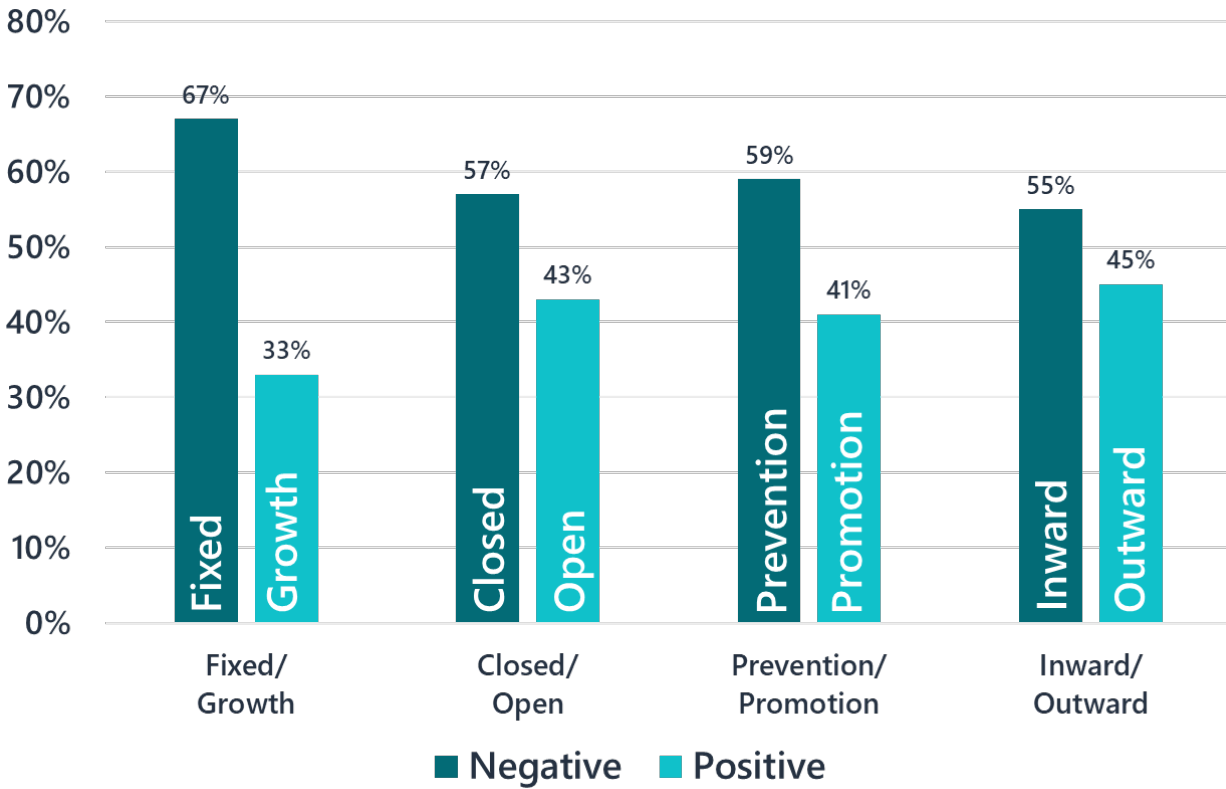
Individual Level

Step #2: Exercise

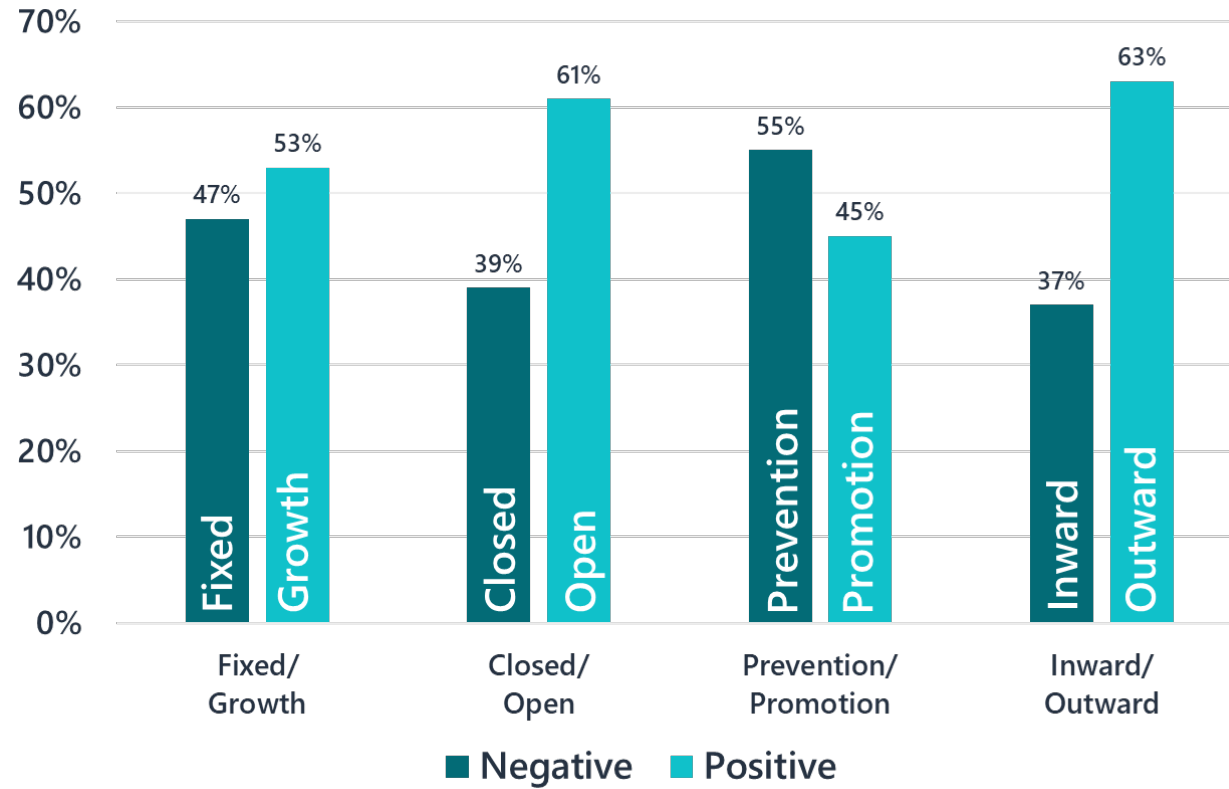


Collective Mindset Results – May To September

May



September



We need to get our leaders and employees to:

- Stop looking at themselves (being self-protective)
- Start looking at a purpose bigger than themselves

This requires:

- Psychological safety (cultural removal of fear)
- Clear, inspirational, and stakeholder-centric purpose

For agility, organizational leaders need to focus more on the foundations than the fruits

Foundations

Fruits



Leading Indicators

Lagging Indicators

Great Example Ed Catmull at Pixar & Disney Animation

“People are reluctant to explore what’s bugging them, for fear of being labeled complainers. I realized that this kind of thing, if left unaddressed, could fester and destroy Pixar.”



Great Example Ed Catmull at Pixar & Disney Animation

“In a fear-based, failure-averse culture, people will consciously or unconsciously avoid risk.”

“My job as a manager is to create a fertile environment, keep it healthy, and watch for the things that undermine it.”



Great Example

Ed Catmull at Pixar & Disney Animation

“My goal is not to drive fear out completely, because fear is inevitable in high-stakes situations. What I want to do is loosen its grip on us. While we don’t want too many failures, we must think of the cost of failure as an investment in the future.”



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Ensuring we are mentally wired for agility

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Getting the Psychology of Agility Right

Most people have negative mindsets, or Neural wiring that is currently set up for self-protection (i.e., narrow windows of tolerance)

These mindsets, neural wiring, and narrow windows of tolerance show up as self-protective fears that run counter to agility

- Mindset	Self-Protective Desire	Fears
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To elevate our mindsets, upgrade our wiring, and expand our windows of tolerance, we need to utilize vertical development

Individually

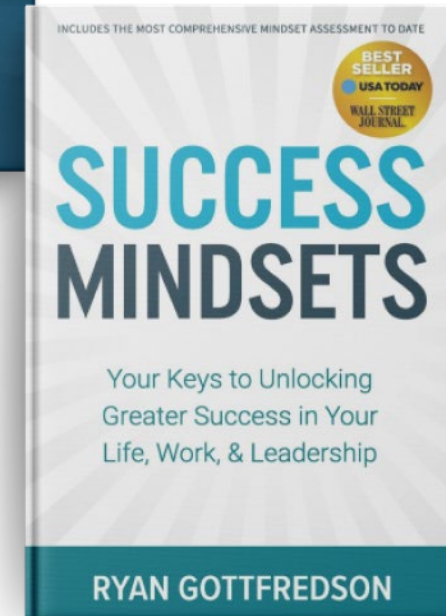
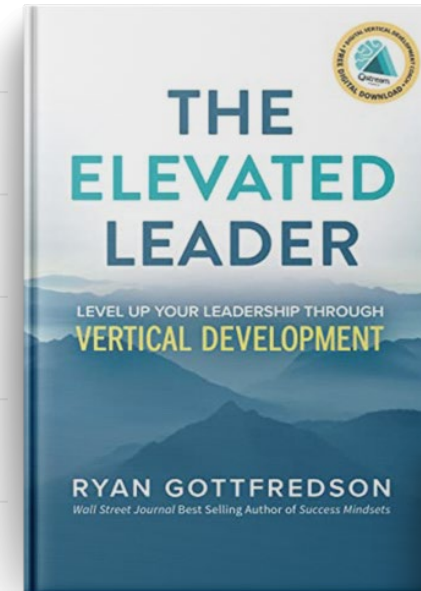
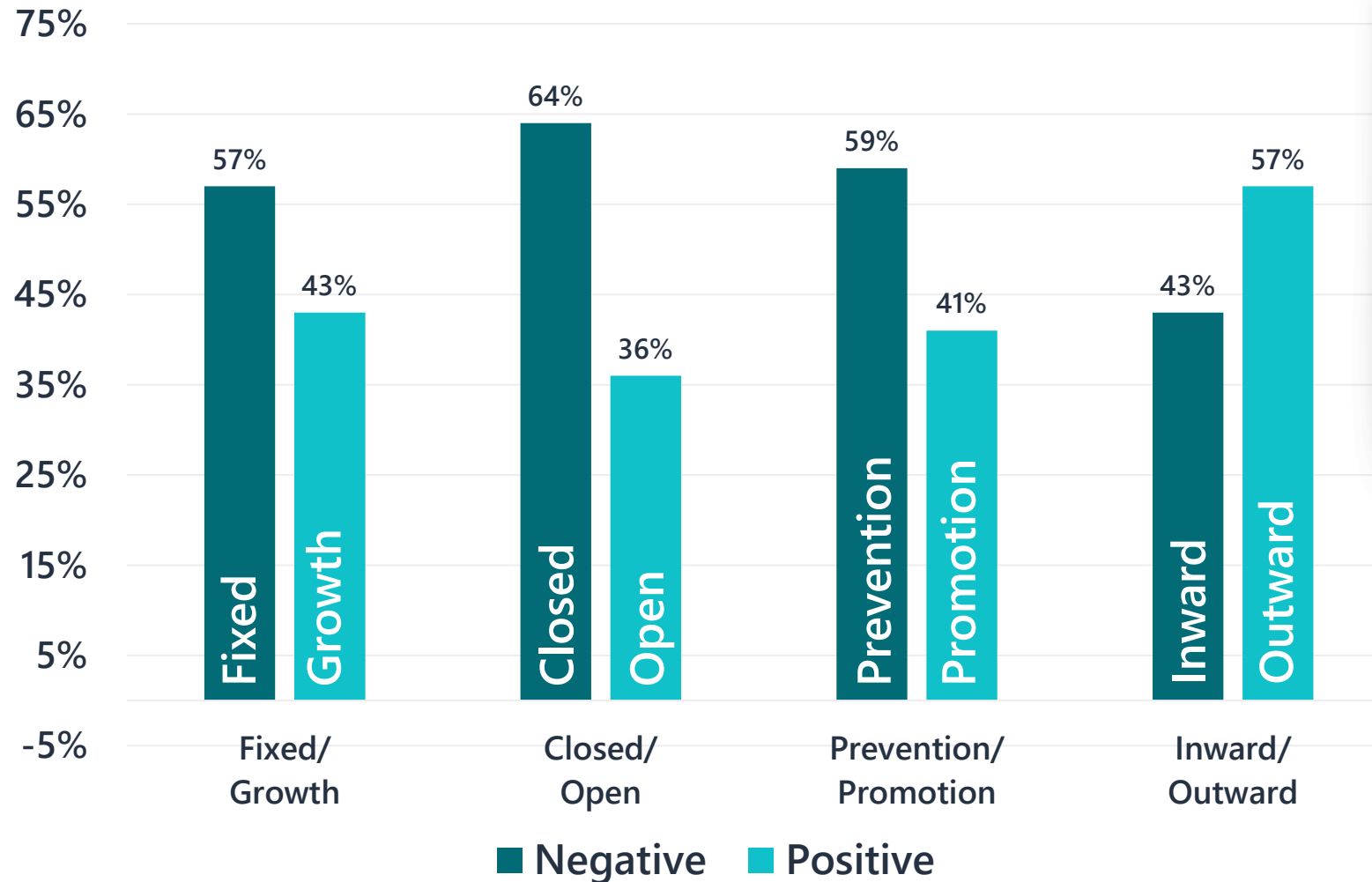
- Awaken to mindsets
- Exercise positive mindset neural connections

Collectively

- Environment of psych safety
- Clear, inspirational, & stakeholder-centric purpose

1. Are your agile processes limited by psychological factors?
2. Do you know how prevalent self-protective mindsets & fears are in your organization?
3. Are you helping employees rise above their self-protective fears (vertical development)?
4. Are you creating the right conditions to limit employees' need to be self-protective?

Want to Explore the Mindsets In Your Organization?



Let's Chat Some More

SPEAKER MEET AND GREET

RYAN GOTTFREDSON

THE FOUR FEARS THAT UNDERMINE AGILITY



WEDNESDAY, JULY 26, 2023
6:30-7:00PM



ICAGILE BOOTH EXHIBIT SPACE



<https://ryangottfredson.com/books/>



Thank You

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